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24 February 1970

MEMORANDUM FOR: All OCI Staff, Division and Branch  
Chiefs

SUBJECT : Who Qualifies for a Quality Step  
Increase?

1. Agency regulations are quite specific in spelling out what the Office of Personnel regards as eligibility standards for a Quality Step Increase. In a nutshell they are: a) work performance as a whole must be exceptionally strong and of a high degree of effectiveness; and b) high quality performance must be sustained for at least six months and must give promise of continuing.

2. In past years OCI has made good use of this nice and fitting way to reward extra effort by its more diligent people. From the beginning of 1964 until the end of 1969, 40 QSIs were granted. One person received two (1965 and 1968). Of the 39 people who received them, 29 are still in OCI, and most of them are still putting out that extra something. In short, the selection of deserving people in the past has proven sound.

3. A review of the grades and duties of each recipient at the time the award was made suggests some guidelines for granting of QSIs in the future. Principal among these are:

--Grade level should not be a consideration. Over the past five years the lowest grade OCI recipient of a QSI was a GS-5; the highest was GS-15. There was a pretty even distribution of awards to grades between these extremes.

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- The nature of assigned duties should not be a factor. OCI has made awards to straight typists, secretary-typists, administrators, registry officers, watch officers, NIS producers, and, of course, current intelligence professionals. The only proviso is that the duties performed must play an important role in OCI's mission.
- QSIs should be granted to people who are doing work which challenges their abilities. It would be a mistake to award them to people who consistently do high quality work but whose jobs could be handled competently by persons with lower grades.
- QSIs should be given occasionally to people who do a specific one-time assignment exceedingly well. An outstanding NIS job, a support function in New York or Paris, a gruelling task force operation over an extended period are examples. But these should be granted only when there is good reason to believe that the recipients will continue to do fine work in his or her follow-on assignment.
- In rare cases we should reward with a QSI high performance people who, because of slotting restrictions, cannot be promoted.
- The QSI is one of several possible ways to reward persons who achieve an "Outstanding" Fitness Report for the first time.

4. OCI's average of eight QSIs per year over a five year period compares very favorably with most other DDI components. QSIs should be regarded within the Office as a coveted recognition of exceptional service and as a stimulus to do one's utmost in a demanding task. If we hand out QSIs at a greatly increased rate, we would start depreciating their value as a stimulant. We should continue to make each award a ceremonial occasion to stress that we think of it as an honor accorded only to a few.

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RICHARD LEHMAN  
Acting Director of Current Intelligence

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OCI NOTICE  
No. 20-248

PERSONNEL  
14 July 1971

OFFICE OF CURRENT INTELLIGENCE  
GUIDELINES FOR TIME IN GRADE

1. The attached table on time in grade should be helpful in clarifying OCI's promotion policy. There are no special restrictions on discussing this information inside the office.


2. Please note that the averages under "Average Age at Time of Promotion" and "Months in Grade at Time of Promotion" cover a five-year period for OCI and only three years for the Agency as a whole; five-year figures for the Agency are not available. No figures for the Directorate could be obtained.

3. Average months in grade for GS-06 to GS-07, and GS-07 to GS-08 are high because of the relatively few clerical positions at these levels. The average drops sharply at GS-08 to GS-09 because of the large number of young professionals promoted quickly at this stage.

4. You will also note from these averages that the minimum time in grade figures are indeed minimum. All the same, these minimums can still be modified downward on rare occasions when exceptional performance should be recognized.

5. My overall reaction to these statistics is that the office's handling of promotions has been just about right and I see no need for major change at this time.

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RICHARD LEHMAN  
Director of Current Intelligence

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Average Time in Grade and Age  
Promotions GS-03 - GS-15

<u>From</u>	<u>To</u>	<u>Average Age at Time of Promotion</u>		<u>Average Months in Grade at Time of Promotion</u>		OCI's Recommendation Minimum Time in Grade (in Months)
		1966-70 OCI	1968-70 Agency	1966-70 OCI	1968-70 Agency	
GS-03 - GS-04		19	19.2	10.8	10.2	6
GS-04 - GS-05		22.8	24.0	12.0	17.7	6
GS-05 - GS-06		24.7	26.2	17.7	25.5	8
GS-06 - GS-07		26.8	28.0	22.1	23.7	8
GS-07 - GS-08		28.2	28.0	25.5	27.7	8
GS-08 - GS-09		27.8	29.2	14.6	24.0	10
GS-09 - GS-10		28.4	31.0	15.5	28.7	10
GS-10 - GS-11		29.2	31.7	14.9	17.2	12
GS-11 - GS-12		31.2	34.7	22.1	37.7	15
GS-12 - GS-13		35.4	38.2	32.9	52.0	18
GS-13 - GS-14		38.2	41.2	39.9	63.0	24
GS-14 - GS-15		43.7	44.2	68.8	71.7	36

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